



XAVIER UNIVERSITY'S STRATEGIC PLAN



Xavier Students at Graduation

Xavier University fulfills its mission and realizes its vision by graduating men and women who embody its core Jesuit values and become people of outstanding competence and compassion because they are able to:

- reason critically and think creatively
- communicate effectively- orally, in writing, and with technology
- integrate knowledge with experience toward wisdom, insight, and understanding
- be morally sensitive to the needs of our times and in career choices
- promote justice and serve society, especially the poor and marginalized
- foster human diversity and inclusiveness through cultural competence and collaborative leadership
- seek to find the presence of God in all things.





1. Recruit, Retain, and Develop Students to Achieve Our Outcomes

- **Strengthen the alignment between our admission effort and our mission, vision, and values so as to enroll undergraduate students who show steadily greater promise of achieving the goals of Xavier Students at Graduation**
 - Increase overall applications to 7000 by 2011
 - Increase ethnic, geographic, and international diversity
 - Maintain at least 20% first-generation students in the first year class
 - Improve measures of academic quality
 - Give strong emphasis to service and leadership in the undergraduate admissions process
 - Increase the number of full-time first year students to 850 by 2011
 - Increase financial aid available from the endowment



Achieving Our Outcomes

- **Enhance the support of non-traditional and graduate school programs toward outcomes analogous to goals of Xavier Students at Graduation**
 - Increase graduate, transfer, adult, and part-time student enrollment
 - Increase mission focused recruitment for the Center for Adult and Part-Time students and graduate programs
 - Secure accreditation for the department of education
 - Enhance health-related programs in the College of Social Sciences and in the Williams College of Business





Achieving Our Outcomes

- **Create for students a more intentional and well integrated introduction to and exit from Xavier, grounded in the experiences necessary to make our degree truly distinctive**
 - Create a first-year experience program to better prepare students to benefit from the core curriculum and Xavier's Jesuit core values
 - Consolidate and enhance academic support services to improve academic preparedness, success, retention, and graduation
 - Revamp career services to better prepare students to secure their first job
 - Sponsor programs that more intentionally pair coursework with practical experiences, utilize an e-portfolio, and help students articulate and demonstrate the experiences that prepare them for their future



2. Foster Integrated Learning and Academic Programs of Distinction

- **Strengthen the core curriculum to achieve the outcomes of Xavier Students at Graduation**
 - Better communicate to students and parents the logic and intellectual richness of the core curriculum
 - Ensure that core curriculum courses are taught primarily by Xavier's principal faculty
 - Provide ongoing review of the core to ensure its efficacy in realizing graduation outcomes
 - Foster interdisciplinary and innovative teaching
 - Enhance written, oral, and electronic communication throughout the curriculum





Foster Integrated Learning and Academic Programs of Distinction

- **Enhance the learning environment**
 - Increase faculty-supervised research opportunities for undergraduate students
 - Strengthen support of honors programs at Xavier and use them to explore promising new teaching and learning initiatives
 - Establish a center for civic education and engagement
 - Coordinate and enhance the study-abroad program
 - Match each business student with an executive mentor
 - Incorporate diversity and inclusion across the curriculum





Foster Integrated Learning and Academic Programs of Distinction

- **Enrich centers of academic excellence**
 - Endow and promote Xavier's three honors programs as examples of innovative teaching and learning
 - Endow and generate greater support for pre-med and other science students through enhanced undergraduate research and summer fellowships
 - Enhance the University programs in education
 - Enhance and establish centers within the Williams College of Business, such as: investment fund and portfolio management; business ethics; economic development; and entrepreneurship





Foster Integrated Learning and Academic Programs of Distinction

- **Establish a center for teaching, learning and research**
 - Foster innovative and interdisciplinary teaching methods
 - Promote greater faculty development and research opportunities
 - Integrate new methods of mentoring and coaching, while incorporating new technologies (such as e-portfolios) into serving the learning needs of students





3. Create a Community Engaged Learning Network

- Increase community engaged learning and scholarship
 - Offer additional service learning courses across the disciplines
 - Highlight, utilize, and support the expertise of faculty, staff, and students in professional programs involved in community service and engagement.
 - Increase opportunities for students to work with community mentors on issues critical to society
 - Nurture and develop community engagement and community-based research and scholarship among faculty, staff, and students
 - Establish an endowment to support a program in each of the three colleges that utilizes philanthropy to create change





Create a Community Engaged Learning Network

- **Develop collaborative leadership competencies by creating a nationally recognized center for community engagement and collaborative learning**
 - Create a center for collaborative leadership that studies and addresses issues of regional importance
 - Offer professional development and consultation on cross-sector collaboration and leadership
 - Create a database of community engagement efforts
 - Create an electronic network linking faculty and staff to collaborative leadership initiatives near and far





Create a Community Engaged Learning Network

- **Institutionalize Xavier's role in the revitalization of the neighborhoods surrounding campus, through the Community Building Institute, so as to be recognized as a premier leader in facilitating comprehensive, asset-based community development throughout the region**
 - Leverage grants and other investments to support community building projects in the neighborhoods of Evanston and Norwood
 - Explore a partnership with the local community to provide child care for Xavier employees and students and for neighboring families
 - Collaborate with surrounding communities to help make the neighborhoods adjacent to Xavier more desirable places to live and work
 - Establish a program that integrates community leaders with Xavier's service-learning programs





4. Develop the People of Xavier

- **Enhance the understanding of the Catholic, Jesuit character of Xavier among faculty and staff**
 - Provide support for faculty and staff working to further Jesuit pedagogy and Ignatian spirituality
 - Create and implement a training model that prepares our people to serving students in the Ignatian tradition of care





Develop The People of Xavier

- **Broaden the diversity and inclusiveness of the Xavier community and improve the campus working climate**
 - Foster professional development programs, retreats, and initiatives around diversity and inclusiveness for all employees
 - Hire, retain and develop faculty, staff and administrators who are diverse and committed to supporting and furthering diversity on campus
 - Regularly assess the campus climate with respect to diversity and establish appropriate plans to respond to issues
 - Explore the creation of an advocate to provide additional support to students and employees who are diverse or who experience harassment





Develop The People of Xavier

- **Support the professional development and compensation of faculty and staff**
 - Review regularly the campus climate with respect to morale and opportunity for growth and development
 - Provide training to enable employees to become more proficient in the use of new technology
 - Provide professional development, mentoring, and career track programs for employees
 - Monitor Xavier's performance in relation to benchmark schools on issues of productivity, compensation, and support





5. Integrating Initiative: The Academic Quadrangle

- Create a vibrant center for learning, engagement, and reflection
- Create a physical manifestation of Xavier's intellectual vitality and empower Xavier's students as life-long learners in the new information age
- Engage the city of Cincinnati, its businesses, and our communities in the collaborative enterprise of learning to the mutual benefit of all
- Provide a setting for faculty and professional development so that Xavier employees are best prepared to deliver learning in its most effective format

